

Introduction

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Figure 1. Dissemination Card (Ladder)

Introduction

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In late 1956 the OCR T/O was reduced from [REDACTED] during an across-the-board personnel cut. The Office therefore had to discontinue several operations considered to be of relatively low priority and to reorganize the elements that were left in order to achieve a more effective use of the remaining manpower. On 1 November part of the Liaison Division (LD) and the CIA Library, plus the Classification Control Staff from the Office of the Assistant Director (OAD), were regrouped into a new Document Division (DD) that would centralize and control the processing of intelligence documents. ^{1/}

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The new Division had a T/O of [REDACTED] slots from the Library, [REDACTED] from LD, and [REDACTED] from the Classification Control Staff. To

satisfy the balance between former Library functions and those of

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a dissemination nature, [REDACTED], the AD/CR, appointed

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[REDACTED] Deputy CIA Librarian, to head the Division and [REDACTED] [REDACTED], Chief of LD's Defense Section, to serve as Deputy Chief.

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(When [REDACTED] became Special Assistant to the AD/CR in August 1958, [REDACTED] took over as Division Chief. The Deputy's position was abolished and a Staff Assistant-[REDACTED] was appointed.)

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DD had three branches. ^{2/} The Special Dissemination (soon renamed Special Control Branch) with [REDACTED] the Top Secret Control Officer, as Chief, consolidated into one branch the functions of classification control, TS dissemination, cable dissemination (LD's Cable Center), and CIA finished intelligence dissemination, including dissemination to [REDACTED]

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in Washington. The Analysis Branch, with [REDACTED] as Chief,

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activity, formerly in the Library, and the remaining dissemination functions of ID. The Processing Branch, with 25X1A9a [REDACTED] as Chief, consolidated the mailing, receipt, and distribution functions formerly split between the Document Branch of the Library and the CIA Branch of ID.

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1. The Dissemination Function

The dissemination of documents under the aegis of DD did not change from the manner in which it had been carried on in ID. Each month the disseminators read about 30,000 different intelligence reports and documents received in multiple copies (average of 12 copies per document). Approximately 75 per cent (24,000) of the receipts were intelligence information reports; the balance were finished intelligence reports and studies, intelligence periodicals and non-USIB documents, such as UN, [REDACTED] domestic technical reports and studies, and miscellaneous items. The dissemination of about 7,000 of the documents received each month was predetermined and handled immediately upon receipt on a standard distribution basis. These items were marked for the recipients and recorded in a card file (so-called Kardex File) by source. Defense attaché reports and State despatches or airgrams were received from the originating agencies in a set number of copies 25X1C8a

* Of all the functions still carried on in Central Reference Service today, dissemination has probably changed the least. Collateral information and finished intelligence reports are still read and distributed manually. For a full description of the dissemination function, see Reference Aid on Document Processing. 3/

(the number of copies was at times negotiated upwards).

A predetermined number of copies of each CIA-issued report was sent by the Printing Services Division (PSD) to the Defense agencies, including the National Security Agency (NSA), and State. On these, therefore, DD read only for dissemination within CIA and for selected US Government agencies that were not on the standard list.

The basis for dissemination was the OCR Dissemination Guide, which included reading requirements from every office in CIA. In addition, requirements were received for CIA documents from other US Government agencies through proper liaison channels. Reading requirements were reviewed with user offices on a periodic basis, usually every year. The Guide was subdivided by office and within the office by subject and area or on type of document. Keeping the reading requirements current was--and still is--a time-consuming job requiring at least half of the senior disseminator's time.

Altogether, the disseminators read the incoming material for some 120-150 different points. These points varied from an Office, such as the Office of Research and Reports (ORR- which had its own Reading Panel until 1963), to divisions or branches of an office, or in certain cases to the section or unit level. The Clandestine Services (CS) received two copies of every report, if a sufficient number of copies was available. Reading for lower levels then took

*
place within the DD/P. Because backlogs caused a delay in dissemination, DD immediately sent from the intake point one copy of every State airgram to the Office of Current Intelligence (OCI) and to OCR's Biographic Register (BR). By 1958 this direct service was no longer considered necessary.

A record was maintained of the dissemination of a given document for security reasons and also for checking back if a question arose as to distribution. For many years a pre-printed routing ladder appeared on the "D" card (cut Intellofax card), which was filed manually. This was replaced by a preprinted Dissemination Ladder card (full size of an IBM card), at first filed manually by document control number. (See Figure 1) As of 1961 the number was punched and the card was filed mechanically, thus providing a convenient and efficient file for searches made in the dissemination record.
**

25X1A9a * In March 1962 discussions began between DD/P and DD on the dissemination of intelligence reports directly to DD/P divisions by OCR. ██████████ stated that with a centralized dissemination in DD the reports would be received by the DD/P divisions 8-10 working hours sooner in over 50% of the cases and 2 working hours sooner for the balance. He pointed out the double reading, double handling, duplicate sorting, and additional delivery stops and pickups involved in the existing system. He asked that six T/O positions be transferred from DD/P to DD if plans were approved. No decision was reached because of security complications and T/O transfers. The issue was raised again by DD/P in 1971 and nothing was settled. 4/ 5/ However, dissemination of electrically received special intelligence to DD/P was implemented on 1 January 1968. 6/

2. Single Reading Operation versus Automatic Dissemination

The Inspector General (IG) after a survey of OCR in mid-1956^{7/} had stated that the performance of the dissemination function appeared to be more appropriate in the Library than in ID. His rationale was that it was the responsibility of the Library to ensure that the content of all available information materials was immediately accessible to all offices of the Agency in support of intelligence production. The IG had not, however, recommended a single reading operation; on the contrary, his report stated:

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Experience in CIA had indicated that unless these two functions are performed separately or unless some system of dissemination by machine methods is developed a significant loss in the quality of one or both operations will result.

The IG reasoned that after a document had been analyzed and coded it could be run against reading requirements coded according to the Intelligence Subject Code (ISC).

The IG report notwithstanding, OCR management, with prospective T/O cuts in mind, decided to try combining the two operations into one reading operation, thus possibly saving manpower. Dr. Andrews felt, however, that the Library would be too large and too unwieldy if the combined function were left there.

to

* There is nothing to indicate what "experience in CIA" the IG is referring. An experiment had been conducted in OCD as early as June 1949 to determine the feasibility of combining the activities of classifying and disseminating documents. A 2-week test did not prove that the quality of the indexing changed to any extent with the additional background material provided. All persons agreed that the responsibility of keeping current with changing reading requirements was a full-time job in itself and that the plan would require three additional full-time classifiers-disseminators.

The first and most unusual task, therefore, of the new Division was to try to cross-fertilize the classifiers and the disseminators. The Analysis Branch had within each source section one unit for dissemination and another for classification (coding or indexing). Training classes were held ¹⁴⁵⁷ on the use of the ISC for some disseminators; likewise, some classifiers were introduced to the reading requirements. This indoctrination was considered essential before a combined reading function could be attempted. The experiment revolved around a few selected analysts who seemed to possess the flexibility and enthusiasm to learn something new. Accurate studies were kept on time as well as on performance standards. It was found that there was no saving of time in the combined operation; as a matter of fact, some documents were taking longer than if coded and disseminated separately. Those in the experiment discovered that instead of reading the document once they read it first for dissemination (because it went quicker) and then found it necessary to reread it in order to classify in depth. The thought processes were not the same when reading the subject content of a document against reading requirements as when reading with regard to the ISC. ^{2/} In a talk on dissemination, [REDACTED] reported that the double reading had been tested and found necessary. ^{10/} 25X1A9a

Automatic dissemination based on coded profiles or ~~had been~~ in the ~~early 1960's~~ ^{mid 1950's} requirements ~~was also tried~~ on a small scale. The ISC Training Officer coded the reading requirements manual according to the ISC. Soon thereafter, ORR/Agriculture Branch engaged in an

(MD)
experiment with the Machine Division^A to test the accuracy and speed of automatic dissemination. The accuracy test received a plus mark, but the speed of dissemination was slowed down because of waiting for the coding of the documents.^{11/}
This result was somewhat in line with the Air Force's earlier^{12/} 1958 tests on a pilot model of an automatic disseminator^{*} designed for operation with MINICARD.

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[REDACTED] who replaced Dr. Andrews as AD/CR in September 1957 and who became Chairman of the USIB Committee on Documentation (CODIB-successor to the IAC Ad Hoc Committee on Information Processing), even included coding/dissemination as one of the points in his Ten Point Program for OCR: Coding standing dissemination requirements and relating these to the ISC. Initially this is to be done in CIA; then to be extended to the USIB Community."^{13/} CODIB stated in its FY 1961 program that it might "profitably consider using the ISC as a combined dissemination-indexing mechanism, providing for direct distribution from the various agency printing components to the various subject/area desks based on their stated coded interests."^{14/}
It was not^{the} until the 1970's that Central Reference Service (CRS-successor to OCR) succeeded in any form of automatic dissemination.

part of
Again in 1962 the ISC Training Officer coded^{the} the reading requirements using the revised ISC for an experiment with IBM cards.^{15/}

* See Chapter on Intellofax for discussion of MINICARD.

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a. [REDACTED]

25X1A2g

During FY 1959 an Agency-wide program called [REDACTED] was begun on a pilot basis to speed up the

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information reports cycle from overseas collector to analysts and back to collector. It was hoped by using tape-producing typewriters in a station [REDACTED] and airmailing a taped version of selected reports to headquarters reports would be delivered to users in as little as 3 days. One DD-trained classifier/disseminator participated experimentally for 3 months in the indexing and disseminating of each report at the master copy stage in the Cable Secretariat. Researchers in turn were requested to evaluate reports against a new "Initial Reaction Sheet," the results of which were tabulated by MD for the benefit of field personnel. DD in its final comments pointed out that the documents actually took anywhere from 5 to 12 days to arrive, that indexing had not had the benefit of any headquarters editing or comments, and that two out of every six documents indexed in this experiment were actually "killed" by the area desk and never disseminated.

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The original plan of the [REDACTED] had proposed according to dissemination the ISC subject and area codes assigned. On receipt, the reports were issued as TDCS's (teletyped CIA information reports), which changed the method of dissemination performed by the Cable Secretariat as indicated by the DD/P area desks. The codes therefore served no useful purpose in dissemination. OCR decided to withdraw until it could be assured that its

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3. Cable Dissemination

Cable dissemination, originally a function of the Office of National Estimates (ONE), had become part of OCD Liaison Division's organization structure in March 1951. [REDACTED] 25X1A9a

25X1A9a [REDACTED] headed this activity from its inception in ONE until her retirement in 1962.) Responsible for the receipt, dissemination, and filing of all incoming cables received in the Agency, as well as for providing reference service from its files, this Branch was transferred to DD in November 1956, along with all other dissemination functions. Called the OCR Cable Center (actually the Cable Section), it disseminated the non-CIA produced cables on the basis of requirements in the OCR Dissemination Guide.

In mid-1958 at the behest of OCR, the Management Staff reviewed the organization, procedures, and workload of the Cable Section. The results of the study indicated that non-CIA cable operations--approximately 14,000 cables a month with 14 copies of each--should be continued as an OCR service. The Management Staff also recommended that overtime should be eliminated during the regular 5-day week, although dissemination assistance should be provided on Saturdays and possibly holidays. DD took steps in August to ease the workload and provide relief for the staff of the Cable Section. The chore of disseminating TDCS reports was transferred from the Cable Section to the Analysis Branch; these reports were henceforth disseminated as regular reports and not as cables. (They had always been treated in

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In January 1961 the Management Staff reversed its opinion because of a DD/P complaint about the slowness of cable dissemination and recommended that the function should be transferred to the Cable Secretariat. [REDACTED] argued that decentralization of the dissemination function ran counter to the developing intelligence community efforts to effect greater centralization in order to promote automatic dissemination and improved requirements feedback to collectors. He recommended a more thorough Management Staff study, with participation from interested offices, ^{29/} but to no avail—DD lost 10 slots. ^{21/} DD continued disseminating TDCS's, however.

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4. [REDACTED] Indexing Project

25X1A8a question of whether or not to index the Foreign [REDACTED] presented itself to OCD/OCR many times throughout the years. In April 1956 the AD/CR had sent to the DD/I a staff study on the feasibility of indexing the [REDACTED] ^{23/} He concluded that there was not enough manpower at that time to warrant such an operation, which would require six additional persons. He recommended that when manpower became available an indexing experiment should be conducted to find out whether analytical components in the community would find such a service valuable.

25X1A9a The next year, [REDACTED] the AD's Special Assistant, approached the [REDACTED]

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25X1A5a1

[REDACTED] with which the Agency had a contract on behalf of the IAC agencies through AHIP. WRU came up with a proposal for using its new [REDACTED]

Searching Selector Machine in a pilot operation of 2-6
 months for indexing 5,000-15,000 [REDACTED] at a cost of
 25X1A1a [REDACTED] and an operational project at a cost of
 25X1A1a [REDACTED] per 100 reports. OCR politely said "no soap." ^{24/}

In 1957 three outside librarians had been invited by
 the DD/I to survey the Library and related documentation
 activities. ^{*} In their final report they had recommended
 that the [REDACTED] be indexed in the Intelligence
Publications Index (IPI). ^{25/} One of the Task Teams appointed
 by the AD/CR to evaluate the recommendations of the Library
 Consultants was assigned to investigating coding problems.
 Task Team # 3 proposed that there might be an external re-
 search contract for a printed index to the [REDACTED] 25X1A8a
 25X1A9a Reports. ^{26/} [REDACTED] in implementing the recommendations
 of the Consultants and Task Teams recommended that the
 25X1A8a decision to put [REDACTED] material into Intellofax (and this had
 not been recommended by either group) should await the
 result of a pilot operation to determine the best means of
 indexing based on prospective customer requirements. ^{29/}

The DD/I approved this recommendation and also approved an
 addition of \$20,000 to OCR's FY 1959 budget for indexing the
 25X1A8a [REDACTED] ^{28/} The Chief of the Analysis Branch [REDACTED] con-
 tacted Agency offices in 1958 to survey their interest in such an
 index. Her comments to the Deputy AD/CR are important in view of

* See Library Chapter for discussion of Consultants' Survey and Task Team Reports.

the supposed interest in an index over the years.

"I am more than ever convinced that no office as a whole is
enthusiastic or [even] greatly interested in an index to the
25X1A8a

This lack of interest notwithstanding, OCR manage-
ment decided to contract for an indexing project. The Pro-
ject Review Committee approved an expenditure of

25X1A1a [redacted] in FY 1959 for a 3-month trial indexing experiment,
and a contract was signed in August 1958 with [redacted] 25X1A5a1
Co. of Washington.

25X1A5a1 [redacted] indexed three months' issues of the
25X1A8a

25X1A9a

[redacted] using the subject headings agreed upon by
[redacted] the Project Monitor, in cooperation with Library
reference personnel and Agency analysts. The index was
prepared on 3"x5" cards, which were maintained and ser-
viced by the Library. USIB members, through CODIB channels,
were invited to direct requests for very current informa-
tion. The daily [redacted] between 6 and 20 November
carried announcements of the index.

The 90-day test terminated on 31 December 1958.

Community and Agency interest in the index proved disappointingly
limited, and no other Agency was willing to support a 1-
year indexing contract costing \$50,000. CODIB members re-

25X1A5a1 ported that in the event the [redacted] was
adopted, their own agencies would nevertheless continue
indexing and filing for their own purposes. Once again the idea
of an index to [redacted] died.

The issue was raised again in the following years but was not resolved. In 1962 [REDACTED] asked the Agency's Automatic Data Processing Staff to experiment with automated retrieval of [REDACTED] material. There is no record of their findings.,

25X1A9a

[REDACTED] in his 1966 study of OCR's storage and retrieval system, raised the issue of a noteworthy gap in OCR's index control over foreign radio broadcasts. He admitted, however, that there seemed to be no practical substitute for analysts' files and that therefore this gap in central files was actually not too critical.

5. CODIB Project-Union List of Intelligence Serial Publications

With OCR's active participation in and leadership of the IAC AHIP and USIB CODIB, DD personnel were frequently involved in extra assignments for "the good of the community." One of these was chairing a task team of IAC/USIB members to coordinate the preparation of a complete list of all intelligence serial publications of foreign intelligence interest produced at the headquarters of IAC/USIB agencies and by selected members of the [REDACTED]. The list was designed to serve as a reference guide for sources of information and as a checklist for verifying publications requested on dissemination. The first edition of the [REDACTED] List of Intelligence Serial Publications was published in October 1957; the cover bore the seals of CIA, State, Air Force, Army, and Navy. The plan was to revise it annually, and, although all the participating members found the Union List a valuable tool, they, nevertheless, could

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~~36~~
to date. Therefore only one revision appeared- in February 1959.
Both editions were published at CIA expense.

6. Release Functions

In a realignment of DD in ~~March~~ ^{June} 1959 ^{37/} two jobs were saved by combining the Special Control and the Processing Branches into a Control Branch with three sections--

TS Control, Processing, and Non-CIA Cables. Dissemination of
25X1C8a CIA finished intelligence and [REDACTED] documents, which had been part of Special Control Branch's Release Section, was transferred to the Analysis Branch to be with the other dissemination functions. The Chief, Release Section, was originally designated as the OCR Foreign Liaison Control Officer (FLCO) in 1956 because most of the contacts of the

25X1C8a [REDACTED] with OCR were for the purpose of obtaining CIA finished intelligence material. It seemed, however, more logical for the point of contact with FLO's to be in the Liaison and Collection Division (LCD--which had replaced LD in May 1958), and so the Chief of LCD was appointed FLCO.

25X1A8a

25X1A8a Of DD's total T/O of [REDACTED] in 1959, the Analysis Branch had [REDACTED] slots, the Control Branch [REDACTED], and the Chief's office three. Each of the four section chiefs in the Analysis Branch had a special responsibility over and above supervising. The Chief, State Section, was responsible for the "screening" or "selection" operation; Chief, CIA Section, was responsible for the ISC and was Training Officer; Chief, Defense Section,

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Special Section, directed the compilation of the IPI and had the responsibility of releasing CIA finished intelligence publications to other US Government agencies, to 25X1C8a FLO's of the [REDACTED] governments, and to DD/I representatives abroad. Each section had a GS-11 senior disseminator and a senior classifier.

7. Who Does What in Procurement Function?

Shortly after the establishment of DD, the chiefs of ID, DD, and the Library found it necessary to clarify OCR responsibilities for procurement of intelligence publications. ³⁸ The Domestic Section of the Library's Acquisition Branch was to have sole responsibility for the procurement of printed Defense Department manuals, handbooks, etc., whether expenditure of funds was involved or not. ^{*} DD had the following tasks relative to procurement: effecting changes in existing requirements for currently procured documentary series, servicing requests for material from FLO's, and releasing CIA finished intelligence reports to other accredited Agency recipients. The Circulation Branch of the Library was to handle all requests for publications and take appropriate action to secure the material. In addition, it was responsible for the procurement of intelligence publications from Defense, State, and non-IAC agencies. By 1959 the CIA Librarian noted that the

* An OCR management decision of November 1962 assigned to the Library's Circulation Branch Inter-Agency Services (IAS) unit the responsibility of procuring and distributing military procurement materials that could be obtained without charge from the US military establishments.

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arrangement with DD "effecting changes" had led to confusion. ³⁷

He recommended, and the Chief, DD, concurred, that the DD task should read: "servicing all document requests requiring continuing distribution (e.g., series, documents on which periodic amendments and supplements are issued, etc.)" and that servicing requests for back issues be undertaken by DD only when the back issues were requested in combination with future issues.

8. Further Separation of Indexing and Dissemination

Head-of-the line concept in processing documents -----

(that is, microfilming documents before indexing or dissemination)

*
was not new and had been discussed for years. Finally, with another reorganization of the Analysis Branch in November 1960 concurrent with the inauguration of the new Intellofax System (see page ____ of the Chapter on Intellofax), a Selection Section was created. ⁴⁰ This Section at the head of the document processing line made it possible to meet with a minimum of confusion and delay the changing requirements for selection of documents to be indexed in the Intellofax System and for the dissemination of those not indexed (NODEX). One ^{**} copy of each document to be indexed was separated and batched.

* It was not until the sweeping OCR reorganization of 1967 that complete head-of-the line processing was implemented.

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Management approved the establishment within the Branch of separate sections for indexing and dissemination, finally recognizing that the two functions could not be combined with a single reading.

25X1A9a The four sections of the Analysis Branch became Selection, Indexing, Dissemination, and IPI. The indexing operation, which had been organized along source lines since early 1952, was finally restructured in January 1961 according to area specialization (as recommended by Task Team No. 1 and by [REDACTED] of ONE. See page 44 of Chapter on Intellofax) with the following divisions: Near East and Africa, Asia and the Sino-Soviet Bloc, and Western Hemisphere and West Europe. 47

25X1A9a In 1962 the Chief, DD, felt that the dissemination and indexing functions should be completely separated to provide more timely dissemination. In a staff study for the AD/CR, 42 [REDACTED] stated that the whole dissemination function was delayed by selection for indexing and area batching. He recommended that it would be feasible to disseminate from large unbatched groups of documents, with selection and batching performed after dissemination. Another realignment therefore of ED took place in September 1962. It involved the following rather sweeping changes: (1) transfer of the dissemination responsibility from the Analysis Branch to the Control Branch, with the latter renamed Dissemination Control Branch (DCB);

(2) transfer of the indexing functions of the Selection

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Section to the Indexing Section and the dissemination of NODEXES to DCB; (3) transfer of the Typing Unit from the Processing Section (renamed Control Section) of the Control Branch to the Analysis Branch; (4) provision for separate units within DCB to disseminate information reports and those documents requiring special handling, such as publications. In the final organization, the Analysis Branch had three sections: Indexing (30), IPI (4), and Typing (12); DCB also had three sections: Dissemination (21), Control (22), and Central Top Secret Control (6). The transfer of dissemination to DCB gave that branch a more equitable distribution of professional employees than the old Control Branch had had, and this played a large part in

25X1A9a [REDACTED] rationale. The T/O was now evenly divided: Analysis Branch-48, DCB-51, Chief's office-three.

Dissemination outside regular hours was approved in November 1962, with six persons assigned to a Tuesday through Saturday work week on a rotational basis.* Processing on Saturday was limited to priority categories of reports, such as TDCS's, and it did make such material available to user offices on a more current basis. ¹¹²

9. IG Survey-1963

The IG surveyed OCR in 1963 and submitted its report to the DD/I on 23 September. ¹⁴⁴ DD was rated high with plus marks for good division planning in its 1962 reorganization and

rated as outstanding individuals who took pride in the advances made by the division. The IG was concerned that a handbook outlining Top Secret and Classification Control procedures had not been published due primarily to DD/P's reluctance to agree to the establishment of a central TS control file. The IG recommended that the DD/I seek agreement of the DD/P on a revised regulation and the publication of a Handbook, so that an effective TS Control program could be implemented without delay. The IG recommended that the Chief, DD, in his continuous review of customer services consider measures to develop a single contact point within DD so that the customer would not be obliged to contact several people. The IG approved the external contract which the Analysis Branch had for the preparation of programmed instruction textbooks for training in the use of the ISC. (See page 22 of Chapter on Intellofax.) The IG recommended that all disseminators and classifiers be enrolled in the Intelligence Orientation Course (IOC) approximately 6 months after their entrance on duty, that "old timer" disseminators be allowed to take IOC, and that all DD employees be granted additional training encompassing the broader range of Agency activities. It was obvious from the IG Survey that some classifiers objected to the separation of the input and retrieval aspects of the Intellofax System (input in DD and retrieval in the Intellofax Reference Group [IRG] in the Library) and had made a strong plea for their early familiarization with the IRG. The IG recognized this dichotomy and suggested that new classifiers be permitted a brief period with

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The several layers of supervision in the Analysis Branch * were criticized as causing delay and confusion in communications. The IG recommended a reduction in these superfluous layers of supervision. He also recommended that the AD/CR request additional half-height compartments to be installed in DD as partitions to help reduce the noise level and other distractions (large amounts of paper moving). The Division was complimented for its ability to reduce a large backlog without additional personnel and with a corresponding rise in morale.

The AD/CR answered some of the questions and listed the following actions: ⁴³ (1) OCR had taken no further action on TS Control procedures because a special Agency committee chaired by the Office of Security had not yet submitted to the Executive Director its report on handling and accountability controls for code word and TS material; (2) Enrollment in the IOC would be on a current basis by June 1964; (3) the Chief of the Analysis Branch had already taken steps to ensure that no unnecessary layers of supervision existed; (4) The DD/I approved the requisition for partitions in DD provided that \$12,000 could be made available. **

In December 1963 the Executive Director/Comptroller, in a memo to the DD/I on the subject of economy measures, pointed to the DD as a place where economies might be effected. He called attention to the size and strength of DD and suggested that a

* This criticism referred to the time involved in getting answers for new entries into the ISC Dictionaries (see page ___ of Chapter on Intellofax) from classifier to immediate supervisor to Dictionary Editor to Section Chief. ** [redacted] was the DD/I representative to this committee.

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study be made to determine whether the Agency needed the thousands of documents that were flowing in each day. ^{14/}
John Vance, the new AD/CR, answered, ^{17/} and Mr. Borel, now the ADDI for Management, agreed that the major portion of the 66,600 documents received each month in DD were directly controlled by the consumer requirements levied upon collectors and publishers. The number of copies received was based on reading (dissemination) requirements placed on DD by user offices. Mr. Vance pointed out that DD provided a central reading facility for some 200 points within CIA, ^{*} obviating the need for individual reading panels; in addition, it maintained the official Agency log of receipt of documents, making unnecessary user office maintenance of duplicative logs. Mr. Borel referred to the 1963 IG report, which attested to DD's notable improvement after its reorganization in 1962 in its ability to render timely service and to absorb additional workloads without benefit of increased ^{an} T/O.

10. Space for Others

At various times DD provided space for some non-CIA personnel to service their parent organizations. For example, in 1957 OOR granted authorization to NSA to have a full-time resident officer in DD to read and select CIA information

* See page 24 for transfer of OOR and OCI Reading panels to DD.

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reports against NSA requirements. In addition, this individual received continuing clearance for direct liaison with offices in the DD/I. ^{48/} In 1963 DD also gave space for 25X1A5a1 a contract officer from the [REDACTED]

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25X1A5a1

[REDACTED] The Chief of DD had the responsibility for approving the release of certain classified and unclassified documents to [REDACTED] in accordance with established Agency procedure. The responsibility for this support was shifted later in 1963 to the Covert Action Staff of DD/P as the responsible project monitor and as the proper place for the transmission of documents. ^{49/}

25X1A2g ^{50/51}

11. An Extra Project for Document Division- [REDACTED]

A project to devise an information retrieval system for recall of documentary materials on Soviet military doctrine, strategy, and tactics acquired by DD/P was initiated in October 1962 at the instigation of DD/P, [REDACTED] OCI, ONE, ORR, Office of Scientific Intelligence, and DD/I/Research Staff. Three user meetings in early 1963 chaired by the DAD/CR determined the need and the best type of index for this material, which was given the code name of [REDACTED] ^{*25X1A2g}

The Office of Computer Services (OCS) was represented, but programming capability to use a computer was not then available. OCR was therefore charged with the responsibility

* An NSA person still had desk space in the dissemination quarters.

** The material came from Ministry of Defense papers obtained from

of producing an index in the shortest period of time.

Users placed the highest priority on the project

because the usefulness of the material was declining

rapidly as it became dated. OCR prepared a machine listing
25X1A2g of a sample [REDACTED] index for approval by the users.

The Analysis Branch of DD organized a team of seven analysts of varying grades from OCR Divisions, who completed the task of indexing 8,000 pages of CSDB reports in 2½ months. (2,714 man hours were expended in OCR and 88 man hours in PSD.) The scheme adopted was in-depth indexing using keywords grouped under 130 different subject headings with specific page citations to the CSDB enclosures.

25X1A2g The result of the [REDACTED] project was a printed index entitled Indexes to Classified Documentary Soviet Ministry of Defense Reports in the [REDACTED] Series. 25X1A2g

(Almost at the last minute DD/P agreed to downgrade the material from Top Secret to Secret with the necessary controls.) The booklet had four parts or separate indexes. The reports were all microfilmed and were available in OCR's aperture file in the Library. Between 150 and 200 copies of the index were printed, with a distribution of 85 for external users and 50 for internal consumption. By 1967 all surplus copies in Records Center had been exhausted. In spite of its dated usefulness, the [REDACTED] index has been consulted over the years for various types of

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12. Impact of the All-Source Centera. Dissemination

In May 1963 OCR was assigned responsibility for providing all-source information support to requesters. This involved centralizing in OCR the management of certain dissemination functions that had been in OCI and ORR. Nine positions from OCI with the responsibility for disseminating special intelligence (SI) and T-KH documents were placed in DD as the Special Section of DCB. 25X1A9a

25X1A9a [redacted], chief of this operation since its inception in OCI, remained its chief until her retirement in 1967.) Eleven positions from ORR with the responsibility for disseminating to ORR branches were transferred to the Reports Section of DCB. By September 1963 cross-fertilization training of ORR disseminators with DD disseminators had brought about the complete phaseout of double reading of all information reports. Seventy additional dissemination points were added to the existing 160 points. DCB, with an enlarged T/O of 72 (in contrast to Analysis Branch's T/O of 47), now had four sections: Control, Reports Dissemination, Publications Dissemination (including TS and Standard Distribution), and Special Dissemination. 54/

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b. Indexing of Non-CIA Cables

The all-source concept also resurrected the old chestnut of indexing non-CIA cables. The DD/I directed among other things, that DD would undertake subject/area indexing of non-CIA collateral cables that previously were retrievable only on a reporting-post basis from the Cable Secretariat. (The AD/CR had listed Cable Input as an item in his 13 February 1963 Current OCR Developmental Activities: "reconsideration of historic position that cable information is current and perishable and therefore not material to be stored in Intellofax. In fact, to increasing degree, information of continuing value is reported in cables and is not repeated in subsequent information reports." ^{54/})

Indexing began as a joint DD and Library experimental project on 1 November 1963. ^{56/} The cables were maintained in hard copy in the Library, filed by broad subject categories used for indexing, and placed within regional areas. The Analysis Branch personnel (equivalent of two classifiers) indexed these cables according to simplified IPI subject headings and also selected a small percentage (10-15%) based on regular selection criteria for processing into the Intellofax System and therefore for permanent retrievability from microfilm copy. ^{59/}

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25X1A7b

Similarly to the [REDACTED] indexing experiment of 1958, this cable indexing effort attracted few users. Although over the years there had certainly been repeated customer queries about and requests for cable indexing, there was no evidence during the 1963/64 experiment that the customers were really interested. The IRG showed the file to every customer, publicized its existence and purpose as much as possible, and kept accurate figures on usage. On 18 September 1964 Mr. Vance cryptically announced that the file of non-CIA cables maintained in the Library was discontinued and that DD would cease indexing cables. The Cable Secretariat was alerted to stop sending a copy of each cable to DD.

And so again the controversial subject of cable indexing was put to rest for the time.

*

13. More on Coding for Dissemination

A member of DD was active from 1956 to 1967 on a CODIB Task Team on Content Control, which looked at community dissemination activities to see if improvements could be introduced, particularly at the point in the field-to-analyst flow, where control was simplest. The objective was to develop a system for use throughout the intelligence community for identifying and controlling at or near time of publication the substantive content of the intelligence items received. A

25X1A9* It did not rest for long. [REDACTED] (see page 13) at the end of 1966 wrote in Choosing the Directorate's Central File System that one of the most noteworthy omissions in OCR's coverage was noncodeword cable traffic. However, he maintained that this omission was not the serious deficiency it might at first sight appear, stating that the substantive content of cables was of transitory value. 59/

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scheme was designed primarily to facilitate dissemination of documents by means of simple subject and area codes appearing on all reproduced copies of the report. The final upshot of the Content Control activity was that after 2 years of deliberation and establishment of a suitable Content Control Code, the Task Team in its final report admitted that "although everyone pays lip service to a test of the approved Code, there is much 25X1A8a foot-dragging." ^{61/} Only NSA and the [REDACTED] of CIA actually assigned these codes to their reports prior to dissemination; whether any office used them for dissemination is questionable.

Certain members of the OCR management team questioned such agonizing by the entire community, stating:

If the Task Team had come up with an automated dissemination system, based on some breakout of the ISC which would be compatible with that being used by DIA, and had delivered a nice universal software package, the time would have been well spent. ^{62/}

14. Improvements in Dissemination Patterns

During its 10 years of existence, DD continually sought and affected changes in the dissemination pattern to expedite the flow of documents and to eliminate additional handling in the Division. A few examples suffice. An arrangement was made with Wright Patterson Air Force Base in 1965 on the Scientific and Evaluation Program (STEP) abstract cards. Eleven sets of between 2,000 and 3,000 STEP cards had been received each month

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requirements when the cards were reproduced by the Joint Publications

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DD arranged to have four sets for OSI and five sets for
BR sent directly to those offices. ^{63/}

After many months of study and coordination with
the Agency's Collection Guidance Staff, DD arranged for the
discontinuance of the receipt of certain [REDACTED] 25X1X7
Intelligence Reports via the DD/P, of the 500th US Army
(IRs) 25X1A6a
Intelligence Group Information Reports via the [REDACTED]
Representative, and of the IR's of the

25X1X4

[REDACTED]

The processing of single-copy enclosures was always a
problem in document handling. Prior to 1965, Office of
Operations (OO) single-copy enclosures had been sent
directly to DD to await receipt of the cover sheet from PSD.
An arrangement was then made with OO and PSD whereby the
enclosures accompanied the cover sheet mats to PSD and then to
DD. This precluded the need for marrying the enclosures
held in DD with the cover sheets coming from PSD. ^{64/} Arrangements
were also made with the Defense Intelligence Agency (DIA) to
furnish CIA on a regular basis sufficient copies of enclosures
of 25 pages or less to their IR's. Many of the enclosures
had been received in single copy or not at all; to get these
enclosures DD had to prepare loan requests and then endure a
long waiting period for the loan copies. ^{64/}

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25X1A2g

15. Impact of [REDACTED] on the Document Division

In October 1964 four Analysis Branch analysts, including the Branch Chief, were detailed for varying lengths of time long-range

25X1A2g to [REDACTED], the OCS/OCR program for developing a computer based support capability for DD/I analysts, to work on an indexing experiment. By late 1965, during the heavy

25X1A2d1 [REDACTED] recruitment period, 14 persons left DD voluntarily to get in on the ground floor for what seemed to be the organization of the future.

This loss of personnel necessitated a reduction in indexing and dissemination activities. ^{8/} Indexing of incoming collateral documents for Intellofax was reduced by about 25% through greater selectivity of certain sources to be indexed. ^{8/}

Dissemination of incoming documents was reduced by (1) eliminating some duplicate hard-copy dissemination of SI reports by specific series, (2) eliminating the dissemination of FBIS rejects to components in ORR, and (3) seeking to reduce lower priority dissemination requirements of the various components of the Agency.

25X1A9a [REDACTED] made the following pertinent comment in

25X1A2g reference to dissemination and [REDACTED] ^{19/}

25X1A2g

OCR does more than store and retrieve like a university library. OCR disseminates, and insofar as it does well at dissemination, it builds up analyst files and reduces the demands on central files. [REDACTED] will hardly impair the efficiency of dissemination.

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16. Finale

In FY 1966 DD performed the following dissemination services: 871,000 documents in 18 million copies disseminated to 225 points--205 within CIA and 20 outside the Agency--within 24 to 48 hours after receipt; and 690,000 pages of documents reproduced to service primary dissemination points. ²⁰

Continuing the program to transform OOR to an all-source service role, the D/CR announced in September 1966 the creation of three new divisions to be reconstituted from DD, MD, the Special Register (SR), and a portion of the Library. ⁷⁰ The dissemination

25X1A9a functions of DD remained under [REDACTED] leadership in the new Dissemination and Files Division, whereas the indexing functions of the Analysis Branch joined those from SR in the new indexing and Services Division. Both Divisions were part of the Document Systems Group.

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Dissemination Card (Ladder)

5081189		DDI/SRS	1	OSI	1A	OCI	2A
1A	PROC	*2	ORR				
LY/CIRC		CSS/U			(C)		
LY/50		CSS/S			(H)		
LY/ACQ		CSS/A			1(A)		
LCD/LB		CSS/R			2R/25		
LCD/CB					(B)		
IR		PIC					
BR		GI					
GR		X					
RSB		TI					
CEN		CS					
OB1		REF					
DDP-DD/P		DD/S/CM					
FORM 618 USE PREVIOUS EDITIONS.		DISSEMINATION LADDER (15)		1B			

AIR

11 17 1
 *1(w/encel) direct
 to ORR, ST/FH

Figure 1
 Dissemination Card
 (Ladder)

ST	AR	NA	AI	Q
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Note: The number in the top left corner is the USIB document control number (see pages 60 and 61 for details). The form (ladder) contains printed abbreviations for Agency components. The disseminators record the number of copies to be distributed beside the appropriate Agency components. If a document is to be routed to more than one component, the routing sequence is specified by a letter (A-first, B-second, etc.). When single copies are being routed to several components, the letters are varied to distinguish the routing of each copy. In this sample card, capital letters are used to specify the routing sequence of a copy within OCR; small letters are used to specify the routing of a copy first to OCI and then to PIC; and capital letters in parentheses are used to specify the routing sequence of a copy within OO.

C